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THE CAREER PROGRAM OF THE OFFICE OF RESEARCH AND REPORTS

I. General

The basic elements of a career program for ORR have been in effective operation since the nucleus of the Office was organized. Enlightened management and supervision have developed and, in part, have formulated and put into effect personnel policies and principles governing the promotion of employees, the transfer of individuals from clerical to professional status, and the establishment of qualifications for various positions. Within the divisions and branches of ORR, accomplishments have been in proportion to the understanding of the elements of career development by management and supervision and the wisdom used in providing reasonable answers to problems as they arose. The Agency has recognized the importance of "Career Development" by providing effective organizational mechanisms^{1/} for accomplishing the objective of "personnel-management practices which will develop people to the fullest extent to meet present and anticipated personnel needs of the Agency and to encourage their

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long-term service with the Agency",^{1/} and for developing a policy that "contemplates a progressive program that identifies, develops, effectually uses, and rewards individuals who have qualifications required by the Agency; motivates them toward rendering maximum service to the Agency; and eliminates from the service, in an equitable manner, those who fail to perform as effective members of the Agency."^{1/}

This regulation prescribes policies, responsibilities, and procedures by which ORR can implement a career program that will accomplish these broad Agency objectives as well as those related directly to the mission and function of ORR.

2. Definitions

a. The Career Staff

"A group of carefully selected and trained individuals who accept an obligation to devote themselves to the needs of the Agency, and who intend to make a career with the Agency."^{2/}

b. Career Program

An organized effort for the development of an individual to the full utilization of his innate and acquired capacity to meet present and anticipated needs of ORR and the Agency.

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c. Career Development

The stages and degree of achievement realized by the individual, through various available means, in progressing toward the ultimate goal of full utilization of his capabilities.

3. Policy

The Office of Research and Reports recognizes that there are discrepancies between current individual capabilities and the maximum personnel capability required for optimum accomplishment of the intelligence mission and functions of the Office. The bridging of this gap is the objective of the career program. The Office further recognizes that individuals differ and that individual levels of capability and achievement cannot be stereotyped and may either fall short of or exceed job qualifications and standards. Individual interests and motivation are also essential elements for consideration in a career program. A career program for individual development in ORR seeks to achieve the growth and maximum utilization of each individual's capabilities, while recognizing individual differences in ability, interest, and motivation in relation to the program needs of this Office and of the Agency.

4. The Nature of Career Programs for Individuals

A career program for an individual represents the culmination of several complex processes of self-analysis, appraisal, and evaluation of his capabilities; of both the simple and complex motivations that

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relate to his work (some of which may be subconscious); of rational stocktaking of his interest in jobs that could be done; and of the application of desire, drive, and tenacity to the formulation of realistic objectives. The career program for an individual may be developed either by the individual alone or in counsel with his peers or supervisor(s). The program may be an understanding arrived at independently or collectively; it may be in the minds of those involved or it may be in the form of a written statement. To be effective, it must represent the individual's convictions and be as accurate an expression and interpretation of his capabilities, deficiencies, aspirations, desires, and potential as is humanly possible.

The elements of a career program are as complex as the individual and as his relationship to his job and all the people around him. The first element is an understanding of his own job, of the jobs closely related to his, and of other jobs that bear some relationship to his capability, interest, or latent potentiality. This knowledge involves such things as job requirements, standards of performance, normal job-progression patterns, and the nature of what the day-to-day work means in terms of holding interest, providing a challenge, or basically satisfying human "job wants". Obviously, it is impossible for a single individual to have all the kinds of detailed knowledge about jobs that is needed for formulating a career program. Help can and should come from competent, well-informed supervisors or from specialized officers whose job it is to counsel in this field.

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Self-appraisal is the second element of career programming for the individual. An individual -- independently or in cooperation with his supervisor(s) or with the aid of specialists -- must identify the qualities required and appraise his inherent and acquired capabilities and his strengths and weaknesses in relation to known job opportunities and qualifications required to meet the needs of the Office and the Agency. Since self-measurement of this type is extremely difficult, the supervisor can cooperate by providing the individual with a more objective appraisal of his capabilities. The reason for identifying and appraising capabilities is the recognition of correctable deficiencies related to maximum utilization of capabilities and potentials of the individual.

A third factor as far as the individual is concerned is the quantitative and qualitative evaluation of his accomplishment. Capability or lack thereof, as demonstrated by daily performance of his job, determines in large part the individual's progress, maintenance of status quo, or retrogression. Since application to the job can be recognized and objectively and subjectively measured, it plays an important role in determining whether an individual can be given more or less responsibility. In this way a healthy competitive status leading to the fuller utilization of capabilities is activated and an individual's progress becomes a matter of daily mutual concern for himself and his supervisor. The growth or lack of growth in work accomplishment becomes a substantial factor in career programming.

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The complex combination of an individual's qualifications, capabilities, interests, motivations, and accomplishments must be assessed to determine his "capability and capacity status" and its relation to related jobs within the Agency. The primary concern of the career program is the improvement of the individual's "capability and capacity status" in order to make all of his resources, developed and latent, available for Agency utilization. There are infinite varieties and combinations of formal and on-the-job training, work assignments, and opportunities for learning that can be drawn upon to counteract weaknesses and deficiencies. Commensurate with his demonstrated ability, interest, and motivation, every employee should be encouraged and given the opportunity to improve his "capability and capacity status" through all available means. The supervisor and supervised, after careful analysis of the individual's needs, should formulate his career program. The agreement (or lack thereof) should be formalized in a "memorandum for the record," which should be retained by both the immediate supervisor and the supervised. Such a memorandum would serve as a basis for common understanding of the status quo and the objectives and course of action to be followed to achieve maximum career development.

5. Responsibilities

The role of the individual is of prime importance because it is his "job living" that is being planned and programmed. Self-analysis, gathering of information about jobs, relating actual and potential

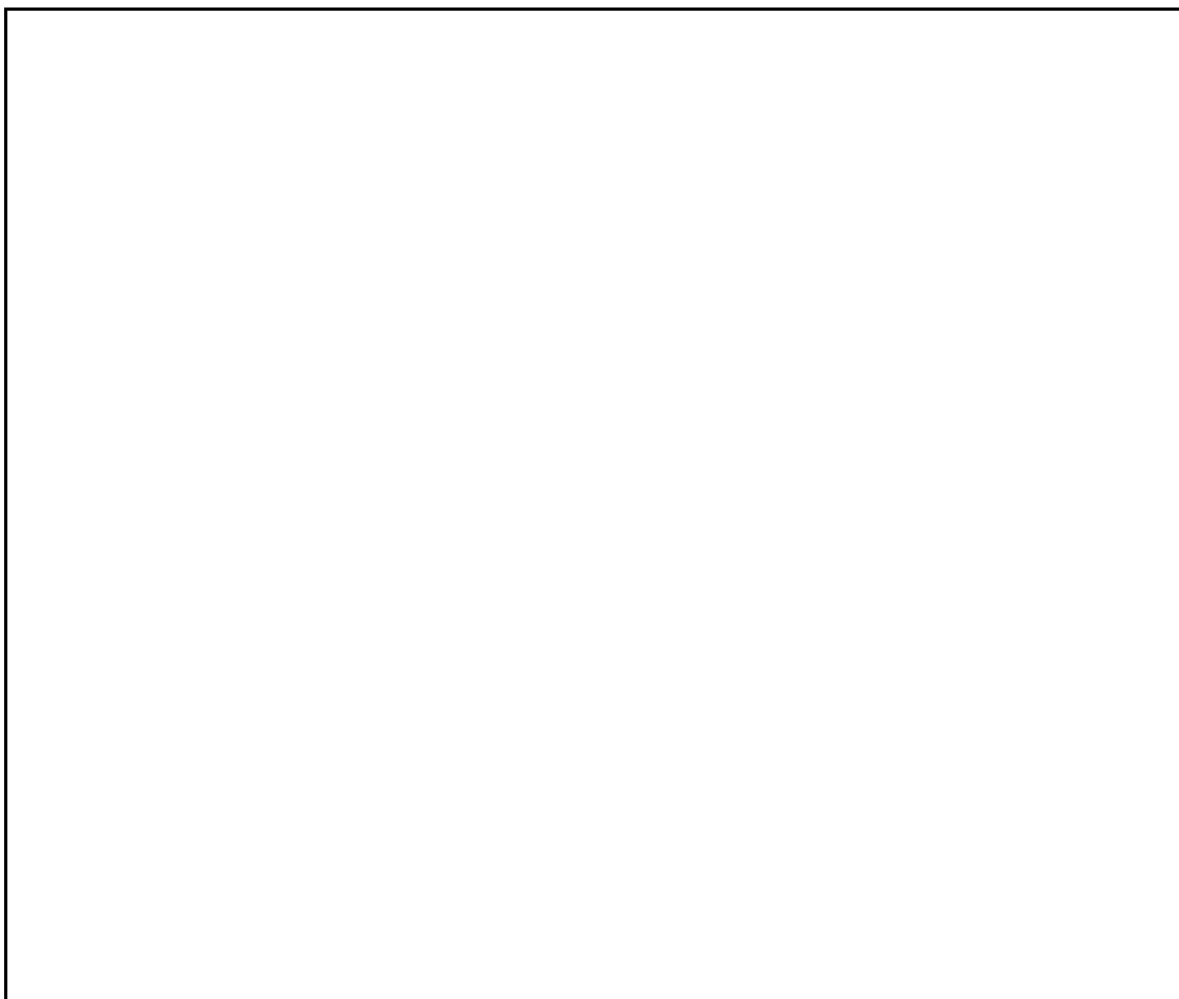
"capability and capacity status" to job opportunities now and in the future are responsibilities that the individual must assume in whole or in part. Each individual must critically and objectively examine his daily, monthly, or yearly achievement in terms of what he knows he can do or wants to do. Initiative and perseverance in a realistic relationship to actual capacity and the best estimate of his potential are the individual's responsibility. The actual doing of a career program is entirely the responsibility of the individual.

The role of the supervisor is also of prime importance insofar as he is responsible for the development of human resources in response to Agency requirements. His daily role must be that of a judicious counselor. He can encourage the processes of self-analysis, appraisal, discovery of interests and motivations and can stimulate thinking. The individual should not be told what to do -- his career program should represent his own thinking and be built upon what he has learned. A supervisor-supervised relationship built upon sincerely constructive motivation cannot but yield mutually desired results. The supervisor should informally counsel the supervised as often as feasible, and the elements that are pertinent to the career program of the individual should be incorporated into a "memo for the record" if they are of the nature of an agreed program or an element of a program, such as a training course in language tentatively planned for 1958, or a committee secretariat assignment planned for 1957. (See exhibit A.)

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The closer the supervisor and the supervised can relate the career-development program to the basic desires of the individual to belong to something worthwhile and something to which he can devote his mind and energies, the closer ORR will come to achieving a natural developmental process for the individual's growth on the job.

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